

Fiscal Year 2015

FAMILY DEVELOPMENT AND SELF-SUFFICIENCY PROGRAM ANNUAL REPORT



Prepared by:

Division of Community Action Agencies

Iowa Department of Human Rights

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FAMILY DEVELOPMENT AND SELF-SUFFICIENCY COUNCIL

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Iowa FaDSS

Strengthening Iowa's Families. Strengthening Iowa's Economy.

Families that participate in FaDSS receive in-home services that support:

- ✓ Increased employment
- ✓ Increased income
- ✓ Decreased Family Investment Program (FIP) payments
- ✓ Achievement of educational goals
- ✓ Increased access to services and treatment for identified domestic violence
- ✓ Increased access to services and treatment for identified mental health concerns
- ✓ Increased access to treatment for identified substance abuse

Services are tailored to each family, using identified strengths to address barriers to self-sufficiency through six core program components:

- 1) Assessment
- 2) Goal Setting
- 3) Home Visiting
- 4) Referrals and Collaboration
- 5) Support
- 6) Advocacy and Self-Empowerment

Iowa's Family Development and Self-Sufficiency (FaDSS) Grant Program was created by the 1988 Iowa General Assembly to assist Family Investment Program (FIP) families with significant or multiple barriers reach self-sufficiency. FaDSS provides services that promote, empower, and nurture families toward economic and emotional self-sufficiency.

The foundation of FaDSS is regular home visits with families. Using a strength-based approach, FaDSS made 20,626 home visits in FY 2015. Core services include support, goal setting, and assessment. Assessment aids the family to identify strengths that they possess that may be used to eliminate barriers to self-sufficiency. Goal setting helps families break down goals that seem out of reach into small steps that will lead to success. Support is given in many ways such as referrals, group activities, linking families to communities and advocacy. Participation in FaDSS is a voluntary option for people receiving Family Investment Program (FIP) benefits.

The FaDSS Council awards grants to agencies to provide family development services to families at risk of welfare dependence and family instability. In FY 2015, FaDSS provided services **in all 99 Iowa counties** through a network of seventeen grantees providing services to 3,311 families, including 5,819 children. During FY 2015, FaDSS families earned total **wages of \$5,188,485** resulting in a **FIP savings of \$1,529,233**.

During FY 2015, FaDSS was funded with an appropriation of \$6,192,834 in TANF and state general funds. In addition, other supporting funds of \$1,112,962 were provided to supplement FaDSS services.

Fiscal Year 2015 Capacity and Funding

Grantee	Capacity	Total Grant	Other Support	Total FaDSS
Community Action Agency of Siouxland	40	\$159,513	\$16,320	\$175,833
Community Action of Eastern Iowa	98	\$374,591	\$0	\$374,591
Community Action of SE Iowa	90	\$344,012	\$0	\$344,012
Four Oaks	222	\$848,563	\$32,250	\$880,813
LSI	39	\$159,264	\$5,250	\$164,514
MATURA	29	\$121,755	\$10,065	\$131,820
MICA	134	\$512,196	\$0	\$512,196
Mid-Sioux	35	\$142,105	\$7,394	\$149,499
NEICAC	77	\$294,321	\$1,221	\$295,542
NICAO	72	\$275,210	\$4,288	\$279,498
OT	79	\$286,677	\$175	\$286,852
Polk FEC	189	\$722,425	\$945,938	\$1,668,363
SCICAP	53	\$202,585	\$1,301	\$203,886
SIEDA	108	\$412,814	\$0	\$412,814
UDMO	75	\$289,446	\$13,500	\$302,946
WCCA	105	\$401,347	\$41,439	\$442,786
YSS	88	\$336,367	\$33,822	\$370,189
Total	1533	\$5,883,191	\$1,112,962	\$6,996,153

DHR Admin @5%
Total Appropriation

\$309,643
\$6,192,834

Selected program features, FY 2015.



Fiscal Year 2015 - Selected Outcomes

Increased Employment

- In FY 2015, 20% of FaDSS households had at least one adult employed at program entry. At exit, 46% of households had at least one adult employed.
- Over 1,600 families were involved in activities designed to increase work preparedness skills. These activities, provided by FaDSS, include resume writing, mock interviews, and assistance with completing job applications.

Increased Income

- In FY 2015, employed families exiting FaDSS increased their average monthly wages to \$1,170, an increase of \$557.

Decreased Family Investment Program (FIP) Payments

- At entry, families averaged \$379 in FIP payments. At exit, the average FIP payment for families was \$114, a decrease of \$265.

Achievement of Educational Goals

- Thirty-two percent of adults in FaDSS lacked a high school diploma/GED or adequate literacy skills.
- FaDSS assisted families in achieving major educational goals:
 - 88 families completed a GED/HS Diploma
 - 110 families completed a certification program
 - 51 families completed an Associate's Degree
 - 16 families completed Bachelor's Degree

Increased Access to Services and Treatment - Domestic Violence

- Fifty-two percent of FaDSS families have a family member that is a current or past victim of domestic violence.
- In FY 2015, 370 FaDSS families had experienced domestic violence. Seventy-four percent of those families accessed necessary and appropriate assistance.

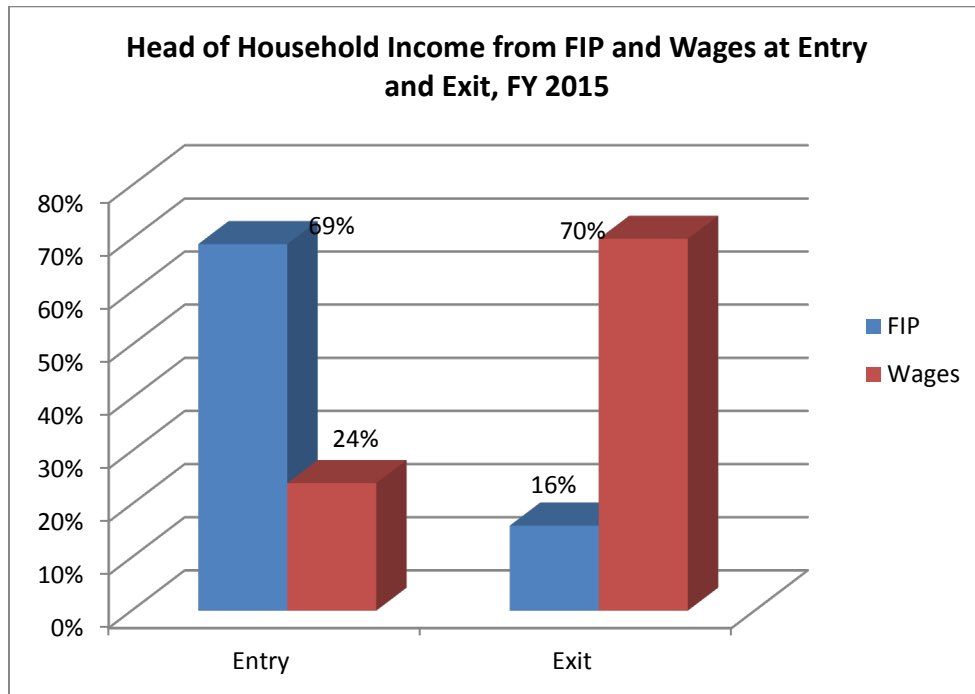
Increased Access to Services and Treatment - Mental Health

- In FY 2015, 1,310 adults had a substantiated mental health issue.
- In FY 2015, 83% of adults with a mental health barrier accessed treatment.

Increased Access to Treatment - Substance Abuse

- In FY 2015, 369 adults had a substantiated substance abuse issue.
- In FY 2015, 85% of adults with a substance abuse barrier accessed treatment.

Fiscal Year 2015 - Selected Outcomes



Fiscal Year 2015 – Selected Demographics

Ethnicity	Individuals	Percent
White	5100	54%
African American	2395	26%
Multi Racial	815	9%
Hispanic or Latino	534	6%
Native American or Alaskan Native	176	2%
Asian	95	1%
Native Hawaiian/Pacific Islanders	21	<1%
Other	67	1%
Not Reporting	173	2%
TOTAL	9376	100%

Head of Household Education Level at Enrollment	Individuals	Percent
Elementary or Middle	45	2%
Some High School	445	23%
High School Diploma / GED	663	34%
Some college	534	28%
Trade/vocational Training	103	5%
Two year college degree(Associates)	94	5%
Four year college degree(Bachelors)	35	2%
Masters degree or above	6	<1%
TOTAL	1925	100%*

*Percentages may not add to 100% due to rounding.

At enrollment, 97% of families had yearly income of \$20,000 or less. 88% of families had yearly income of \$10,000 or less.

The average size of families exiting FaDSS:

3

FaDSS Year End Summaries

FY 2015

As Prepared by FaDSS Grantees

10. South Central Iowa Community Action Program
11. Southeast Iowa Community Action Org.
12. Southern Iowa Economic Development Association
13. Upper Des Moines Opportunity, Inc.
14. West Central Community Action
15. Winneshiek County Board of Supervisors
16. Woodbury County Community Action Corp.
17. Youth and Shelter Services, Inc.



Community Action Agency of Siouxland

Service Delivery Area: Woodbury County

Capacity: 40

Successful Goals:

- Increased community collaboration with outside service providers increasing outside referrals necessary to maintaining capacity
- Increase in services that children of the families we serve receive. This includes community Head Start/Early Head Start, HOPES, BHIS and therapy services.

Partnering with Community Agencies:

FaDSS staff has always taken pride in the relationship they have built within the community and the increase in services that children of the families we serve receive. Along with their strong collaboration with Jackson Recovery Center inpatient treatment and Sanctuary Apartments, they have built and maintained strong relationships with Family Solutions Services for Behavioral Health Intervention Services, Choices Counseling Services for BHIS, Department of Human Services Child Protection Units, Probation Officers, Juvenile Court System and inner agency programs such as Head Start and Early Head Start.

Success with Families:

Sara is a 37 year old female who moved here from Nebraska and had her sixth baby. Her other five children were removed and her rights terminated, most at the hospital due to Nebraska removal policy. She moved to Sioux City to become clean and sober in hopes of keeping her daughter. After having her baby DHS was informed by Nebraska CPS and a visit was made to the hospital for drug testing. Iowa CPS took custody of her daughter and once again she was forced to leave the hospital without her newborn. Three days later after the investigation was complete Sara was able to go pick up her infant from the hospital and take her home. She felt she was given a second chance at being a mom and decided she wanted to change her life not only for her but for her daughter. She has worked diligently since that day for those changes. She went into inpatient treatment with her daughter and completed after 150 days. She was a leader on the unit and a good role model. There were tough days and days she wanted to give up, however she always remained positive and focused on her recovery. She was able to bridge from inpatient and move to Sanctuary apartments. She is independently living on her own and remaining clean and sober, still taking her recovery day by day. Recently, she was approved to go back to Nebraska to visit her other children. She maintains strong connections with them, with the full support of DHS. Her case closed with DHS in July and she is now clean and sober and free of DHS involvement.

For More Information Contact:

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Community Action of Eastern Iowa

Service Delivery Area: Cedar, Clinton, Jackson, Muscatine and Scott Counties

Capacity: 98 families

Successful Goals:

- We provided 1052 home visits, 145 other visits of home visit quality and 1337 significant contacts
- 47 families were involved in activities designed to increase work preparedness
- 80 families were employed

Partnering with Community Agencies: Last year the FaDSS program became an active partner in the development of the Coordinated Intake process in Scott, Clinton and Jackson Counties. This year, the Coordinated Intake process went live. Along with FaDSS, programs such as Bright Beginnings, Scott County Kids Nest, LSI-HOPES, AEA, Nurse Family Partnership, LSI-Parents as Teachers, Head Start and Family Resources-Parenting Inside Out meet bi-monthly to assign referrals and talk about updates with our individual programs. This process allows us to service families quickly and start them on the path to success. We are also looking at adding additional programs for the upcoming year.

Success with Families: This year we worked with 243 families, the following success story shows the positive impact of FaDSS services:

Anna, Alex and their daughter Amy were referred to FaDSS through Coordinated Intake. At enrollment, neither of them had a job and they were living with Anna's mom in a two bedroom apartment. Anna was on maternity leave after having their daughter Isabel just two weeks prior. Alex was looking for a job.

Shortly after enrolling, Alex found a job at a truck stop close to home and began working full time right away. They then moved into a house with friends but three weeks later they moved back in with Anna's mom. After they returned to live with Anna's mom, the landlord told them that they have been there too long and they needed to find their own place. They quickly found a place of their own and moved in.

After the move, things started to turn around for them. Anna got a job with full time hours. FaDSS assisted her with resources for Head Start and child care so that she had a safe place for her children while she and Alex were at work. Having the apartment was costly and FaDSS provided her other resources to make it affordable such as LIHEAP for utilities and FSSG through Promise Jobs for car repairs.

Anna was doing very well at work and was getting to the point where she could be a shift supervisor, however, she did not get along with one of the other employees. Instead of staying at a job where she was unhappy, she got another job with full time hours and higher pay. She loves this job and is very happy there.

Anna and Alex thrived from the support that they received from the FaDSS program. They are self-sufficient of the FIP program and are very proud of their accomplishments. Both have dreams of returning to school; Anna wants to get a degree in Business Management and open her own pet store. They plan for Alex to start school as early as Fall 2015 and Anna will pursue her dream after Alex graduates.

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Community Action of Eastern Iowa

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E-mail: vsible@iacommunityaction.org

Community Action of Southeast Iowa

Service Delivery Area: Louisa, Henry, Lee, and Des Moines Counties

Capacity: 90

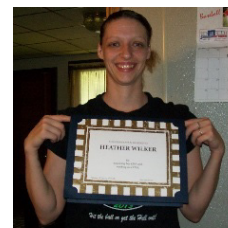
Successful Goals: Our team continues to exceed capacity every month. We have deepened our relationship with the Quad County Community Partnerships for Protecting Children. This deepened partnership resulted in carbon monoxide/smoke detectors being purchased for all of our families and the joint development for family safety kits that will be distributed and explained by the FaDSS team in the fall of 2015 to all of our clients. The safety kit development and distribution goes with our goal of enhancing every family's safety. Every FaDSS family has received a copy of their local county's community resource guide. This helps equip families in advocating for themselves and in their access of services.

Partnering with Community Agencies: Community Action of Southeast Iowa's FaDSS program continues to deepen relationships with partnering agencies. This year we established two new strong collaborating relationships with Slumberland and Quad-County Community Partnerships for Protecting Children. Our local Slumberland store has made us their "community non-profit partner". This means that when we have families in need of beds, we request the donation of new bed frames, mattresses and box springs. The store also provides new pillows and mattress covers with each bed set. This has been a tremendous resource for our families. The other partnership with Quad-County Community Partnerships for Protecting Children dovetails perfectly with our agency's family safety goal. The Quad-County Community Partnerships for Protecting Children bought enough smoke and carbon monoxide detectors for our entire caseload. The FaDSS team and Quad-County Community Partnerships for Protecting Children are jointly constructing customized safety kits for FaDSS families including: the detectors, safety plans, first aid supplies, outlet covers, safety gates, and educational safety materials according to each family's needs. Then the FaDSS staff will distribute the safety kits and go over the safety materials during their home visits with the families.



Success with Families: Tabatha has had numerous traumas and endured abuse as a child by multiple family members. She has no family support. Tabatha has proven herself an overcomer. Before FaDSS she never had a job. With job search assistance and support provided by her Family Development Specialist, she obtained and retained her very first job at Pizza Ranch. She overcame the lack of transportation and found ways to get to work. Tabatha overcame the lack of childcare by enrolling her son in Early Head Start, after being referred by her FaDSS worker. With FaDSS assistance she created and stuck to a budget, then established her first savings account. She has obtained furnishings for her home. Despite challenges she studied very hard and got her first driver's license. Her Family Development Specialist made up flash cards with questions for her to practice for the driver's license test. Tabatha has consistently demonstrated resilience and strength of character as she learned to set and achieve her personal goals. She is no longer on FIP, and is considered self-sufficient.

Heather had worked as a CNA but let her certificate lapse. She got work at Donnellson Heath Center (a nursing home) in the dietary department at minimum wage. She decided she wanted to try CNA work again. Through research, she found out she only had to retake the written and skills test to renew her CNA. She is now recertified and working as a CNA. FaDSS assisted Heather with her son's disability application, schooling paperwork and applications, numerous community resources, support, encouragement, and FSSG application. Through her diligent efforts Heather is now off FIP.



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Four Oaks

Service Delivery Area: Benton, Delaware, Dubuque, Iowa, Johnson, Jones, Linn, and Washington

Capacity: 222 families

Successful Goals: One of our biggest successes this year was the implementation of universal assessments into the FaDSS program. By utilizing several strong assessment tools that cover several areas, we are able to screen families early on in their enrollment and direct them to specialized services to get additional support, if needed. This helps make FaDSS services more effective for families. By offering and communicating with providers about these screenings, it has also strengthened local connections between DV/SA Advocates, Mental Health providers, OB doctors, and AEA. Currently, all FaDSS families are screened for domestic violence using the Relationship Assessment Tool that is a product of the Healthy Moms, Happy Babies training curriculum. FaDSS staff is also trained to use the Edinburgh Depression Scale. All pregnant and new mothers are screened to detect post-partum depression. Lastly, FaDSS staff is trained and uses the Ages and Stages Questionnaire and the Ages and Stages Questionnaire: Social Emotional screening tool annually with all children under 6 years of age. These tools allow staff to work with families to detect potential delays in development so that we can make referrals as well as to recognize and help families understand more about child development.

Partnering with Community Agencies: Four Oaks would like to highlight our increased partnership with Department of Human Services this year. Not only have we seen an increase of referrals from DHS, specifically in one of our service areas, but we have benefitted from a stronger partnership as it relates to serving families. Improved communication and a sense of teamwork have been great additions to our work with DHS, which has allowed us the opportunity to be more successful with families. Specially, one case in Linn County involved a two parent family with two children under 5 who were involved with FaDSS, DHS, and Safety and Permanency, and eventually the PUSH program through Four Oaks. The wife made the decision to leave the husband and move into a place of their own. Through increased communication and additional family team meetings to support the family, the team was able to secure a safe, stable apartment. With the collaboration and support from the Four Oaks team and the DHS staff, this family felt positive and safe in their new environment and was able to continue with services, including participation in mental health services.

Success with Families: June enrolled in FaDSS in the fall of 2013, after she moved to Iowa to seek safety for her family. She had left her hometown and family after she testified against a drug lord. June had given birth to a baby and really was not sure about child development, parenting, or how to create a stable environment for him. She also had a history of substance abuse but was no longer using. During her work with FaDSS, we worked on creating routines and a loving, educational environment for her son. June was able to gain employment and retain safe and stable child care. Through FaDSS visits, she worked every other week on parenting issues, each time setting goals and doing follow up activities with her baby. The ASQ was completed regularly, and when a delay was detected, she was referred to the pediatrician/AEA for additional support and potential services. June was very motivated and sought the additional support needed to help her son meet developmental benchmarks. June picked up extra shifts at her part time job and found a second child care provider to come to her home for nights/weekend hours, when necessary. June paid off several back debts during her time she was enrolled and was able to move into a larger apartment and stay sober. When she exited, June was working two jobs and off FIP. She was successfully maintaining her home and had a car with a license and insurance.

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Lutheran Services in Iowa

Service Delivery Area: Clay, Dickinson, O'Brien and Osceola Counties

Capacity: 39 families

Successful Goals:

- For every \$1.00 spent on the FaDSS grant there was a return of \$1.25 to the state. This was an improvement from the previous year with a return of 1.13.
- Total wages earned by FaDSS participants increased by 16% over the previous program year.
- Of all individuals (adults and children) with identifiable mental health concerns, 86% were receiving appropriate treatment during the program year.

Partnering with Community Agencies:

Our long-standing collaborative relationship with Upper Des Moines Opportunity (UDMO) has continued to be our most impactful partnership. This past program year again yielded many different services that we were able to connect families with through this affiliation. Among the many services FaDSS participants have become connected to through this and other relationships include: LIHEAP, Shop with a Cop, Embrace Iowa, Food and clothing pantry, Back to school supply program, Alliant energy utility payment program, Crisis funding, WIC, Early Head Start/ Head Start, CPPC Gas Card Fund and the Christmas Gift Program. The UDMO program does send referrals to FaDSS as well whenever appropriate.

A local organization, known as the Spencer Dream Center, has continued to be an effective outlet for our FaDSS families as well. Our participants utilize this organization for the clothing and food pantry, the free medical and dental clinic, free counseling services and also to the youth center for teenagers. The Dream Center has allowed the LSI FaDSS Program to use their facility to promote our program, to hold meetings and also to get clothing for participants who cannot make it to the center due to transportation issues.

Success with Families:

M and D are a married couple with two teenaged boys. When FaDSS first met with M and D, M did not have a driver's license due to an OWI and D was out of work with health concerns. M was working part-time earning \$7.50 per hour and needed help to take a test to earn a full-time position as a school teacher. With FaDSS assistance, M was able to set goals to complete the test and obtain a position as a school teacher by the time of exiting the program. This caused M to go from 20 hours per week at \$7.50 per hour to 40 hours per week at \$11.60 per hour. M continued to work two part-time jobs as well. D completed treatment from knee surgery and returned to work earning \$15.00 per hour at 40 hours per week. In the end, with FaDSS assistance, this family went from earning \$600 in monthly wages at entry to \$4,656 at exit.

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MATURA Action Corporation

Service Delivery Area: Madison, Alair, Taylor, Union, Ringgold and Adam's Counties

Capacity: 29 families

Successful Goals:

- 93% of families who have children with substantiated mental health issues have accessed appropriate treatment.
- 100% of families who have children with substantiated substance abuse issues have accessed necessary and appropriate treatment.
- 100% of families involved in a less than two year program completed it.

Partnering with Community Agencies: The MATURA FaDSS Program had the opportunity to become partners with the Tripp Law Firm in West Des Moines. Timothy Tripp, Iowa Disability Lawyer has provided assistance to FaDSS families who are applying for Social Security Disability and SSI. Tim has provided insight to families who could possibly apply for benefits and has guided them in the process as well as provided support to FaDSS staff on the rules, regulations and forms that families need to complete. Tim has provided Disability 101 training at our Team Meetings with a power point presentation as well as handouts on benefits. This allowed our staff to better guide families in the disability process and time frame for application appeals and reconsiderations. Tim's assistance has helped families gain benefits in a timely manner when necessary so families and specialists are not wasting time on pursuing benefits when disability applications may not be a good option for families. Specialists still provide families with a list of attorneys when applying for Social Security benefits to let them choose the best fit for them.

Success with Families: "The end to a new beginning started for me here in Iowa. After leaving an abusive husband of twelve years I found myself being a single mom of four children (5-12 years old). No car, no family, no nothing. Just me and the kids.

Not knowing of assistance programs out there I found myself at ground zero. So as I reached out I applied for assistance to help pay the bills and through the Family Investment Program (FIP) I was asked if I would like to have a Family Development Specialist with the FaDSS Program. She could assist me in setting goals, answering questions, and being a resource and support. This is what I needed to assist in achieving success for my kids and myself.

This is when I met my FaDSS Specialist. She is an amazing help when I need a resource to help me achieve my goals and keep me focused either monthly or weekly on the goals I set for myself. My FaDSS Specialist was a great listening ear and took time to truly understand where I was at in my life without passing judgment and helped me see how I could move forward.

It is because of the FaDSS Program that I was able to stay focused on that light at the end of the tunnel in assisting me in reaching my goal of self-sufficiency. I am now driving, have purchased a vehicle and have started my own business and am working as a Parent Partner. I have learned many techniques to use with the families I will be working with in my job.

I am on my way into the new beginning for me and my family!"

For More Information Contact:

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Mid-Iowa Community Action, Inc.

Service Delivery Area: Boone, Hardin, Jasper, Marion, Marshall, Poweshiek, Story, Tama and Warren counties

Capacity: 134 families

Successful Goals:

- 301 families were served.
- \$739,977 was earned by employed FaDSS families.
- 65% of FaDSS adults were employed during the program year.

Partnering with Community Agencies:

MICA's work with families is supported by many community agencies. During this program year, the City of Marshalltown's municipal transportation department has supported the FaDSS program and families by providing free monthly bus passes to FaDSS staff to distribute to families who experience transportation barriers. The bus passes have allowed families to access the transportation system to attend education classes, help children attend school, obtain and maintain employment as well as being able to attend meetings with Promise Jobs. The monthly bus passes also help families experience the use of the transportation services in the community, which builds familiarity and understanding of these systems for families to continue to use these services after the free monthly pass has expired. The support of the City of Marshalltown's municipal transportation department is one example of the many partners who collaborate with FaDSS to increase families' self-sufficiency.

Success with Families:

When Natalie* began receiving FaDSS services, in September of 2012, she was enrolled and participating in LPN classes. Natalie worked very hard on obtaining her educational goals, but during the course of her time in FaDSS, her son experienced severe health issues that almost caused her to drop out of school. The most devastating barrier Natalie experienced and persevered through was when she made a minuscule mistake on a skills test that caused her to fail a class she needed to obtain her LPN degree. However, with the support provided by FaDSS and her Promise Jobs staff Natalie continued with the nursing program, graduated, passed her nursing boards, and gained employment. Her starting wage at the local nursing home she began employment with was \$17.50 per hour. Since, Natalie has obtained a LPN position at the Iowa Veteran Home, her ultimate goal when she began the FaDSS program in 2012.

Natalie was very driven to become an LPN, but she was also determined to provide a better life for her and her son, Ivan*. During the home visiting services provided through FaDSS, Natalie was always very interested in setting parenting and child development goals and learning more about ways to be involved in the community. Ivan attended MICA's full-day Head Start program, school based preschool, and transition successfully into kindergarten while Natalie was taking LPN classes.

Through consistent participation in the FaDSS program and supports offered through Promise Jobs, MICA's Head Start program and her close network of family and friends Natalie's dreams became and reality in the Spring of 2015. She has the knowledge and skills necessary to continue to set and obtain goals and to provide the life she has always wanted for her family and knows despite her challenging past and barriers placed in her way, she is a success.

***Names are pseudonym. Real names were not used to protect the family's privacy.**

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Mid-Sioux Opportunity, Inc.

Service Delivery Area: Cherokee, Ida, Lyon, Plymouth and Sioux Counties

Capacity: 35 families

Successful Goals:

- 98% of children with substantiated mental health issues have accessed necessary and appropriate treatment for those mental health issues.
- 90% of families were involved in activities designed to increase work preparedness skills.
- 70% of children ages 0-5 are enrolled in an early childhood program.
- 80% of families that were contacted regarding FaDSS enrolled in the program.

Partnering with Community Agencies:

This year, the FaDSS program of Mid-Sioux Opportunity, Inc. grew in partnership with ATLAS. ATLAS is a faith-based, nonprofit, community organization existing to help those who are hurting or in need. ATLAS has a Car Ministry Program that assists clients in obtaining a start-up car. To receive a car, someone needs to be involved with ATLAS or another program. An interview is set up through their advocate with the Car Ministry Board. ATLAS receives the cars through local donations. In order to apply for a vehicle, one must have a valid driver's license, cannot already have a vehicle, and must be working with an advocate. If a vehicle is received, the family must continue to touch base with their advocate for one year. This year, FaDSS helped many families apply for a car through this program. FaDSS Specialists attend the interviews with the client and the Car Ministry Board advocating why a vehicle would benefit this person. This program helped several FaDSS families get vehicles this year. The access to transportation obviously helps families search for employment, attend medical appointments and fulfill Promise Jobs activities. FaDSS looks forward to continued team work with ATLAS in helping families become self-sufficient.

Success with Families:

Michaela entered our program as a young, recovering addict and fresh from a troubled relationship. She and her daughter were staying with family, although it was not a supportive living environment while on the waiting list for housing assistance. Michaela attended treatment/counseling 4 days/week, as well as Family Drug Court. Michaela managed to find part-time employment at a convenience store very quickly. She did have her CNA license; however experienced difficulty finding employment in that field due to a child neglect charge on her record. FaDSS and DHS wrote letters of recommendation for Michaela with the hopes of her gaining a CNA position. FaDSS worked closely with another organization and completed shared home visits with Michaela to assure her she was on the right path and had their support. After months on the housing waiting list, Michaela was approved. Furnishings for her own apartment were found and she was proud of her very first home. Shortly after, Michaela was also accepted for a CNA position at a local nursing home. Her part-time hours quickly turned into full-time hours. She also enrolled her daughter in a preschool in town. Right before exiting this family, she and her daughter's father settled out of court for 50-50 custody with Michaela getting child support. She graduated from Family Treatment Court and bridged from Jackson Recovery, but continued attending N.A. meetings. At exit, Michaela was receiving no type of assistance, maintained sobriety, and was seeking friends who felt the same passion for life.

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Northeast Iowa Community Action

Service Delivery Area: Allamakee, Bremer, Chickasaw, Clayton, Fayette, Howard and Winneshiek Counties

Capacity: 77 Families

Successful Goals: 53 out of 62 adults and 47 out of 49 children with substantiated mental health issues accessed necessary and appropriate treatment, 85% - 95% respectively. Eleven out of 12 adults with substantiated substance abuse issues accessed necessary and appropriate treatment, 91%. 22 out of 23 adults and 9 out of 9 children with substantiated chronic and acute physical illness accessed necessary and appropriate treatment, 95% and 100%. Thirteen families were involved in GED/high school, 12 families involved a less than 2 year education program, 6 completed, 16 families involved in a 2 year program, 3 completed, 7 involved in a 4 year education program, 1 completed.

Partnering with Community Agencies: The FaDSS Specialist worked with a single mom and four children. She gave birth to the youngest shortly after being enrolled in FaDSS. He was born with a critical heart defect and underwent open heart surgery and many hospital stays in pediatric intensive care. With a history of substance abuse and past removal of the children, several services collaborated to help her stay on the 'right' path for her and her children. Mom also lost an infant to SIDS just over two years prior to this so her mental health was an area of concern. FaDSS and the family worked with Parent Share and Support that helped with crisis care for the other children when medical emergencies arose with the baby, as well as the numerous appointments. A Faith Evangelical Church collaborated with both agencies helping fund transportation, overnight lodging, food, and provided services and funds for daycare when needed. The older children worked with Keystone Area Education during this time as well. They helped collaborate with us to teach the children infection control at home, as well as support the other children adjusting to the changes around the house. FaDSS provided much needed support to the mom with financial budgeting and the necessary referrals to maintain the household. Referrals included housing subsidy, crisis funds, household and clothing donations, advocacy etc. The mom also attended counseling at Northeast Iowa Behavioral Health to help maintain her sobriety and mental health. During her time in FaDSS, with the help of partners, mom was able to maintain her household.

Success with Families: The FaDSS Specialist nominated one of her families, a single mother of three, for the Rose McCay Scholarship, because she had overcome many adverse experiences in her life. She was awarded the \$1000 to assist her family with various expenses associated with raising her children! The Specialist wrote up an essay that explained her life. When she was a young child she experienced physical abuse at the hands of her father and step-mother. Her biological mother was in and out of her life when she was younger. She was placed in foster care, where she lived for two years. She was then placed back in her father's home, where she continued to be physically abused by her step-mother. Although her father stopped the physical abuse, he continued to abuse her emotionally and did nothing to stop the abuse she endured from her step-mother. She moved out of her father's home when she was 12 years old and moved in with her mother. While pregnant with her last child, she was high risk due to a tumor that had grown on her spine in 2011. She was unable to maintain employment during her pregnancy. She did, however, attend GED classes. When FaDSS started working with her she had left a violent relationship. She had again endured physical and emotional abuse, this time at the hands of the baby's father. Despite her disadvantaged past and adverse childhood experiences, she has shown that she is a very resilient person. She is a fantastic mother to her three children and ensures their needs are always met and they are her priority. Her love for her children is unconditional and the love they have for her is apparent as well. She has no support from their fathers. She secured housing with the help of the Tenant Based Rental Assistance program.

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North Iowa Community Action Organization

Service Delivery Area: Butler, Cerro Gordo, Floyd, Franklin, Hancock, Kossuth, Mitchell, Winnebago and Worth

Capacity: 72 Families

Successful Goals:

- Forty-five households received advocacy services such as legal aide, food stamps, mental health, embrace Iowa, and family treatment court, etc. These referrals help families become self-sufficient.
- Fifty-three households have a written budget in their home which shows them the importance of proper financial management and gives them a great tool in becoming self-sufficient.
- Twenty-eight families with sixty individuals obtained age appropriate immunizations, medical and dental care, which sets a good health example for their children.

Partnering with Community Agencies:

During the fiscal year we were presented with a wonderful opportunity to partner with the North Iowa Marine Corps League and assist them with Toys for Tots (T4T) in Butler County. This county did not have T4T and we were able to utilize our Outreach location in Clarksville and the Outreach worker took the applications for individuals who wanted to sign up, along with the FaDSS worker assisting as needed. The FaDSS worker was able to offer this to all of her Butler County FaDSS families. We also all worked together on the day of toy distribution and our outreach location to assist families and it turned out to be a great success. We will continue this partnership next fiscal year and look at adding Franklin County as well.

Success with Families:

Sally fled from inner-city violence with hopes to change her future and provide a more nurturing and stable environment for her son. She moved to a public housing unit in rural Iowa with an air mattress and clothing. When FaDSS joined her world, things began looking up. Although Sally was not familiar with the area, she diligently searched for employment to no avail. She eventually found a community closer to Mason City, one that provided more transportation options, something she took for granted when living in the city where 24 hour transportation was easily available and better opportunities for employment.

After moving to a new community and with the help of her FaDSS worker, she obtained employment and found a daycare provider. Her outlook was dimmed for a short time, but it soon became brighter. Sally eventually found a better employment opportunity even closer to her home and this change allowed her to stick to a budget with such ease that she made the decision stop her monthly financial benefit from the state. She has maintained her current employment for over three months and continues to budget wisely; she is proactive with her future plans and consistently follows through with grandiose goals.

Within one year, she went from only having shelter, food and clothing and no support network to having full-time permanent employment, furnishing her home, making new friends and generally bettering herself. She has proven that hard work, dedication and support truly pay off. She is now making plans to stay in the area and save money for the next year so she can move closer to a university where she will attend college to receive her law degree while her son begins his own school career. One year ago she was in the midst of gang violence and gun shots and now she is considering a brighter future, one where she can continue to thrive and help others to do the same.

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Operation Threshold

Service Delivery Area: Black Hawk, Buchanan, Grundy Counties

Capacity: 79 families

Successful Goals:

During FY15, we remained above 95% capacity. We had four participants complete their HiSED, five participants completed a skilled trades program, four graduated with a two year degree, and we have five families working on completing their four year degree. Families have found that with furthering their education, they are able to find better paying jobs. We had 113 participants involved in activities designed to increase work preparedness skills and approximately 70% of those families (unduplicated) became employed. This was a significant increase from last fiscal year, resulting in a 30% increase in FIP savings.

Partnering with Community Agencies:

Our partnership with the Black Hawk County Health Department 1st Five program has really helped increase our referrals. One family was referred to FaDSS because, after the mom had worked with 1st Five for a few weeks on her son's behavioral issues, the worker had discovered that the relative they were living with was being very controlling and verbally abusive. The FaDSS Specialist was able to get into the home to assess the situation and talk with the mom about how the negativity could also be causing some of the behavior issues with her son. The 1st Five worker and FaDSS Specialist were able to work together to provide resources and each could better assist this family.

Success with Families:

A.S. was enrolled in FaDSS for a little over a year and a half. She is a single mother with two daughters, ages four and one and a half. A.S. relocated to Waterloo after a domestic dispute with her ex-boyfriend and moved into her parents' home. While living at her parents' home, A.S. did not have many belongings, because her ex did not allow her to take things with her when she left. At enrollment, she was not employed, but actively seeking with assistance from her FaDSS Specialist. A.S. was able to find employment fairly quickly, but due to harassment issues with an employee and health concerns with her daughter, she was forced to quit. With more determination, and the support of family and her FaDSS Specialist, she was hired at a local restaurant doing food preparation in the kitchen. As time passed, her boss was impressed with her work ethic, and just before she exited FaDSS, A.S. was given a raise and promoted to train for a management position. She was finally ready to move out on her own, so her Specialist referred her to housing programs ICCA-TBRA, Section 8, and low income housing. In December 2014, she was accepted into the ICCA-TBRA program, found an apartment, and moved in before the New Year. Her Specialist also assisted her with finding safe and reliable childcare/preschool for her daughters while she worked. Through the Promise Jobs Self Sufficiency Grant, A.S. was able to get necessary car repairs completed to enable her to remain working and maintained car payments and insurance. A.S. was open to resources when suggested and is very goal oriented. She went from being completely dependent on relationships, family, and friends to becoming very independent and supporting her family on her own, which was her core goal.

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Polk County Family Enrichment Center

Service Delivery Area: Polk County

Capacity: 189

Successful Goals:

- 121 participants increased their level of education
 - 51 in HiSet or High School, 5 completing
 - 33 in an educational program <2 year, 11 completing
 - 31 in a 2-year college, 6 completing
 - 06 in a 4 year college, 1 completing
- 265 participants were employed

Partnering with Community Agencies:

Fiscal year 2015 was the seventh year of a partnership between FaDSS and Iowa Legal Aid through the "Equal Justice Project". Many families have received legal assistance through the project for a variety of issues.

Ethnic Minorities of Burma Advocacy and Resource Center (EMBARC) has partnered with the Family Enrichment Center (FEC) for assistance in working with families. FEC staff provides support, advocacy and referrals for EMBARC. FEC provides case management services and EMBARC interpreters.

Polk County has partnered with the Des Moines Area Religious Council (DMARC) through the General Assistance program. The collaboration has benefited the FEC participants. Through the collaboration, the "Housing Stability Fund" was created, which allows for rental and deposit payments above the General Assistance standard, utilities, utility deposits and some fines to be paid. With new funding from the Emergency Solutions Grant, which is HUD funded, this program will continue through FY15. The County in collaboration with DMARC opened a food pantry at River Place that is available to all FEC participants as well as the public.

Polk County recently partnered with Home Incorporated to provide Homelessness Prevention/Stable Housing funds to participants with school aged children. Through the General Assistance Program, we submitted an application to the Iowa Finance Authority for funding to assist families facing evictions. If awarded, FEC participants will be eligible to apply for these funds.

In collaboration with Polk County Health Services, FEC has been able to assist with on-going rent and utilities for families with a mental health diagnosis.

Success with Families:

Beh, a 57 year old refugee from Burma, enrolled in the FaDSS Program in November of 2014. At the time, he and his four children faced multiple barriers in becoming self-sufficient which included; not being able to speak English, homeless and living with family and a physical disability that prevented him from working. In order to provide case management services, the Family Development Specialist (FDS) partnered with Ethnic Minorities of Burma Advocacy and Resource Center (EMBARC) to provide interpretation services for the family. Due to losing his leg in the war in Burma, Beh was limited physically. With assistance from his FDS Worker and EMBARC he was eventually approved for SSI. Beh was able to secure housing for his family by renting an apartment in the same complex as other family members and friends. To assist with utilities during the winter months he applied for funding through LIHEAP and was approved. He also utilized the DMARC Food Pantry to ensure his family had nutritious meals. Beh's story is inspiring. Challenged with his language barrier and unique disability, he refused to let these obstacles deter him from reaching his goals. Beh is a testament to what true determination can obtain.

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South Central Iowa Community Action Program

Service Delivery Area: Clarke, Decatur, Lucas, Monroe and Wayne Counties

Capacity: 53

Successful Goals:

- Three individuals completed GED/high school; five individuals completed less than a two year education program; 3 individuals completed a two year education program; and two completed a four year education program.
- 100% of adults and children with substantiated substance abuse issues accessed necessary and appropriate treatment.
- 100% of adults and children with substantiated chronic and acute physical illness accessed necessary and appropriate treatment for chronic or acute physical illness.

Partnering with Community Agencies:

Wayne County has not had an active Domestic Violence Coalition or Child Abuse Council since Positive Parenting discontinued funding and services. Two of our FaDSS's specialists have collaborated with several other community agencies and have organized a new council called Wayne County Child and Family Abuse Council. We joined with the Ottumwa Crisis Center and applied for funding through the Iowa Child Abuse Prevention Program (ICAPP). We received funding to provide child sexual abuse prevention education in Wayne County. The Care for Kids curriculum will be used for preschool and elementary-aged children, and the Nurturing Healthy Sexual Development training for adults. We anticipate trainings with Parents as Teachers and the Nest Program. Our Council also applied for a De-categorization Project Mini Grant. We want to educate our counties on bullying, building healthy relationships, effective parenting and the long term effects of family violence on children.

Success with Families:

SCICAP was proud to have Leslie speak this year at Day on the Hill. She came from a normal middle class family but her life changed drastically at the age of 19 when she left college and moved to a religious community. She gave up almost all of her possessions and lived without running water or electricity. She lived with her new religious community for 20 years. During this time Leslie married and had four sons. Moving to town proved to be quite traumatic for the family. The boys had never attended public school and Leslie had never paid bills or managed a budget. Her marriage crumbled as she worked hard to move her family forward but she never gave up. Leslie attended Graceland University, worked 2 part time jobs, and started family and individual counseling. She set goals and went after them with fervor. Her grades soared and her confidence was boosted.

FaDSS helped Leslie find quality daycare, resources for heat assistance, help with car repairs, enroll the older boys in public school, assisted with budgeting and time management, and helped her find caring counselors. She learned how to set goals by breaking them down into manageable steps. Her specialist pointed out her strengths and reminded her of the constant progress. Leslie graduated from Graceland University this year with honors. She has a full time teaching position and her boys are all enrolled in sports. Her Promise Jobs worker recently featured her story in the ECI newsletter. Leslie has a unique story and is proud to share it with others.

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Sieda Community Action

Service Delivery Area: Appanoose, Davis, Jefferson, Keokuk, Mahaska, Wapello and Van Buren Counties

Capacity: 108

Successful Goals:

- Provided services for 197 families this fiscal year, of which 50 individuals were involved in some form of education advancement, 72 were employed either full/part-time, or 44 families were involved in activities designed to increase their work preparation skills.
- Served 200 children 0-5. 35 were enrolled in early childhood programs and 70 of the families were involved with their child/ran's formal education.
- 16 families were in enrolled in college for either a two or four year program. 1 individual obtained an Associate's Degree and 2 individuals obtained a Bachelor's degree.

Partnering with Community Agencies: Sieda has been involved with several initiatives in this past year. Two of the initiatives have been in Wapello County. One of the initiatives has been the Fatherhood Initiative. Sieda is working with Children & Families of Iowa and other community partners to develop a plan for promoting fatherhood and the roles that fathers have in the lives of their children. The second initiative has been in cooperation with Prevent Child Abuse Iowa and other community partners in developing a plan for providing information within Wapello County around Adverse Childhood Experiences and developing strategies for resilience.

Sieda Family Support Services Unit created a Family Support Services Advisory Committee. This committee was designed to strengthen the work of the home visitation programs through Sieda (FaDSS, Parents As Teachers and the Maternal Infant Early Childhood Home Visitation aka MIECHV) by sharing ideas and being better informed so they can serve as advocates. Members of the committee can have a deeper understanding of the home visitation programs and can provide strategies for strengthening community partnerships.

Success with Families: In Jefferson County, we had a single mother, her boyfriend and her daughter. When FaDSS began working with this mother she was living in her boyfriend's uncle's house. The client's main goals were to find stable housing and full time employment. Shortly after she began working with FaDSS she was able to find full time employment. Then her boyfriend's uncle evicted them from the house and they moved in with her mother who lived in very rural Iowa. She lost her employment due to their need to relocate. Her mother's home was in serious need of repair and did not have heat or running water. FaDSS was able to help the family get approved for weatherization services and the house got the repairs that it needed. The client was able to purchase a car with her Earned Income Tax Credit and then was once again able to find full time employment. The client has maintained the full time employment and has since also been able to get her own, new apartment. The family moved into FaDSS transition and FaDSS was able to connect her to resources, such as school supplies and counseling serves for her daughter. The family now has the ability to take on larger goals and is going to start the process of regaining custody of one of her other children.

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Upper Des Moines Opportunity, Inc. Program

Service Delivery Area: Buena Vista, Emmet, Hamilton, Humboldt, Palo Alto, Pocahontas, Webster, and Wright counties

Capacity: 75

Successful Goals: 100% of children that had declared mental health issues are accessing necessary treatment for their substance abuse; out of 14 adults involved in less than 2 year education program 10 completed.

Partnering with Community Agencies: Upper Des Moines Opportunity has had a partnership with United Way of Fort Dodge and Fort Dodge Ford for a few years now with the Wheels for Work program. This program receives donated cars and gives them to families who are either working or attending school full time. This year they started to look first at FaDSS families that met the guidelines. With the new partnership for FaDSS families we were able to get 3 FaDSS families cars and all 3 of those families are now working full time and are no longer receiving FIP!!

Success with Families:

When Samantha enrolled into the FaDSS program she had just moved into our service area. Samantha had packed her van with her three children, dog and what belongings she could and fled. Samantha had been a marriage for many years that was very abusive and knew that her and her children had been through enough and it was time to leave. Samantha came to Iowa after being found by her husband in 4 other states. Samantha stayed at the local shelter until we could secure safe housing for her and her family with assistance from a housing agency. Samantha also found part time employment soon after arriving and enrolled into classes at the local community college. We worked on getting her children into counseling and also involved in activities outside of school to help them get more comfortable with their new surroundings. We were able to refer her to Legal Aid and they are assisting her with her divorce. Samantha was going to school full time and working part time until she found full time employment. Samantha now maintains her full time employment and continues to attend college full time. Samantha is off of FIP and housing assistance due to her employment. Samantha graduated in May and is now enrolled into a four-year BA program.

When Simon enrolled with the FaDSS program, he was a single dad who had primary physical custody of his 4 children. He was trying to work his way through a local college automotive program and he had a part-time job. Simon had an old charge on his background that was making it difficult for him to find better work, especially in a smaller town. He worked on his own during the summer months doing local lawn work and then went back to school each fall. Simon enjoyed his part-time job but usually had to put his entire paycheck toward benefits he was able to receive through the company he worked for. Throughout his job search, we also linked Simon up to a certificate-welding program at the college where he had been taking classes as he hoped to expand on his abilities to make himself more employable. After a long journey, Simon finally got offered a full-time job driving truck and delivering beverages to local vendors. He was able to take himself off cash assistance due to his wages. Simon has plans to continue working and hopefully in the future finish out the last bit of schooling needed to get a degree!

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West Central Community Action

Service Delivery Area: Cass, Crawford, Fremont, Harrison, Mills, Monona, Montgomery, Page, Pottawattamie, and Shelby Counties.

Capacity: 105

Successful Goals:

FaDSS Specialists reported 87 Participants and 51 children had substantiated mental health issues. 135 of the 138 reported were receiving necessary and appropriate treatment. Specialists assist Families in locating appropriate mental health services, finding transportation to and from appointments and in managing their mental health issues, leading to family stability and self-sufficiency.

Specialists reported 2,461 significant contacts with families. Significant contacts are in addition to home and quality visits. Specialists strive to maintain weekly contact with families using texting, telephone calls, and emails.

Partnering with Community Agencies: WCCA FaDSS Program is committed to working with other Agencies to meet the needs of families. Membership in The Human Service Advisory Council, a 59 member organization committed to making a difference in the community continued in 2014-2015. Two FaDSS Specialists sit on the Board of Directors. Staff actively participated in the transportation committee continuing workshops on buying a used car, car maintenance, and using public transportation, with an actual bus ride through the metro area. The Children Youth and Families committee sponsored an Internet Safety workshop for parents in the community. The housing committee continues working with Landlords in the community to increase access to rentals to low resource families. Rental education and budgeting workshops are being developed for families to assist them in maintaining housing. Another Laundry Love Project was brought to Council Bluffs, sponsored by the Promise Partners Youth and Families Committee. Ten agencies collaborated to assist Families in getting their laundry done while providing family activities and promoting resources in the community.

Success with Families: Jane Doe, age 24, enrolled in FaDSS July of 2010. When Jane entered the program, she was 19 years old with one 2-year-old son and pregnant with her second child. Jane was single and dealing with anxiety and depression complicated because she was unable to take her medication due to the pregnancy. While in FaDSS Jane gave birth to a healthy little boy; stabilized her mental health; obtained her GED/HiSet; obtained her driver's license and a vehicle; obtained and maintained employment. Jane improved her parenting skills and learned budgeting skills. She also obtained section 8 housing. Over the five years Jane spent in FaDSS a lot of collaboration with other agencies occurred. Jane and her FaDSS Specialist worked with Jane's Therapist, Heat Start, AEA, Adult Learning Center, Trail Blazers, Municipal Housing, Family Inc., Child Resource and Referral, and PROMISE JOBS. Everyone worked with Jane and her family to ensure a healthy and successful future.

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Youth and Shelter Services, Inc.

Service Delivery Area: Audubon, Boone, Calhoun, Carroll, Dallas, Greene, Guthrie, Marshall, Sac, Story
Capacity: 88

Successful Goals: The achieved results for the YSS outcome indicator Participants will be employed at some point during FY15 exceeded our target outcome goal of 60% for this indicator. In all of our counties combined we were at 71%. We have seen an increase in employment across all counties in the YSS service area for families searching for employment especially in counties that provide sufficient employment opportunities, available transportation along with safe and adequate childcare opportunities. In our most rural areas where employment opportunities are inadequate, the outcome fell 4% below our target outcome.

The achieved results for the FaDSS outcome indicator Families will continue to receive services after the last month of FIP YSS outcome result was that 67% of our families remained in the program after their last month of FIP exceeding the target outcome goal of 60%. In this transition time, 53% of FaDSS families remained in the program for 3 months. With the service intensity of 2 home visits the first three months FDS have an opportunity to engage with families and establish a partnership. Families are explained the benefits of remaining in the FaDSS for three months off FIP. With their aftercare plan in place this transition allows for an organized process.

Partnering with Community Agencies: FaDSS was working with a two parent household couple and their 2 year old daughter. The family informed the FDS that their daughter not been feeling well for several days. FDS encouraged the family to bring her into the doctor. Upon further investigation, it was discovered that their daughter lead levels were at 33. The lead was of further concern for this family as the mom was 5 months pregnant with their second child. FDS provided the couple information regarding lead and lead poisoning and the family continued to meet with their WIC nurse and follow through with appointments with their pediatrician to monitor their daughter's lead levels. The mother had her blood checked for lead poisoning as well. FDS assisted the family with notifying the Housing Department for evaluation of their home. Subsequently, it was determined that their rental property had a high level of lead. Over the next several months FDS coordinated the removal of the lead from the home by the landlord as well as follow up "checks" from the Housing Department. Ultimately the house was determined safe again. FDS made a referral to AEA for assessment for the 2 year old. The family met with AEA and it was determined that the child was "on track" with development and there were no concerns regarding effects from the lead. The family continues to work with AEA to monitor the girl's development and plan to very carefully monitor the health of their son who is scheduled to be born within days.

Success with Families: Shelly enrolled into the FaDSS program as a single mother. She had gone through extreme domestic violence with her son's father but had the courage to move away and start a new life. FaDSS enrolled Shelly and her son. Shelly's mother also was living with them. Her mother was struggling with cancer and Shelly was taking care of her. Shelly had attempted to earn her Hi-SET a couple of times but due to her mother's illness Shelly had to put this goal on hold. While in the FaDSS program Shelly's mother passed. The FaDSS specialist was a person who listened and provided support during Shelly's grieving process for both the death of her mother and for dealing with her domestic violence past experiences. With the help of FaDSS, Shelly decided to start again on her Hi-SET classes. She was able to make her education a priority and earned her Hi-SET. Shelly plans to continue with her education. Her FaDSS specialist assisted Shelly with signing up for welding classes at her local community college. Shelly is on the road to achieving self-reliance.

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